

THE
**FUTURE
OF
AMERICA'S
NATIONAL
PARKS**

First Annual
Centennial Strategy for

Statue Of Liberty National Monument

August 2007

CENTENNIAL INITIATIVE



Site: STLI

Year: 2007

Vision Statement

Vision Statement

The Statue of Liberty National Monument and Ellis Island inspire reflection and dialogue on the meanings and practice of liberty and opportunity in the United States and throughout the world. By the time the Centennial celebrations begin ALL Americans will be able to make a personal connection to the magnificent resources of this park. They will look upon the Statue of Liberty and Ellis Island with pride for the excellent condition of the special resources we hold in trust for them. They will have easy access to information about the rich variety of visitor opportunities to be had here. If they are unable to visit, they will still be able to enjoyably and informatively explore the park from remote locations.

Three important projects that will help fulfill this vision (in various states of planning and implementation) are referenced often in the goals that follow. These should be considered the park's "signature projects":

Discover Liberty!: is a plan to enrich visitor experiences on Liberty Island, especially for those who are unable to enter the monument. The concept employs a diversity of interpretive tools to engage visitors and create new opportunities to learn and experience the meaning and stories of the Statue of Liberty. Full implementation by summer 2009.

The Peopling of America: will expand the Ellis Island story to encompass the entire history of American immigration, from the earliest immigrants to the present day immigrant experience. State of the art exhibitry and interpretive techniques will make it possible for virtually every American to find a personal connection with Ellis Island. In partnership with the Statue of Liberty - Ellis Island Foundation, the project will also rehabilitate the historic Immigrant Building on the South Side of Ellis Island for park archives and museum collection storage. Phased implementation in 2008, 2009 and 2010.

Ellis Island South Side Rehabilitation: is an ambitious project to rehabilitate the remaining 28 unrestored buildings and historic landscape on Ellis Island' South Side as the home of the Ellis Island Institute, a component of the park's partner in the project, Save Ellis Island, Inc. An approved Development Concept Plan is in place. The concept includes the establishment of a conference center by a hospitality partner to support Institute programming: conferences, seminars, cultural and family events, all closely tied to the interpretive themes of the park. Full implementation by 20

Park/ Superintendent/ Program Manager

Cynthia R. Garrett, Superintendent

Site: STLI

STEWARDSHIP

☒ Provide inspiring, safe, and accessible places for people to enjoy - the standard to which all other park systems aspire.

☒ Other Park/ Program performance goal(s)

ENSURE THAT ALL CAPITAL PROJECTSM ENCOMPASS UNIVERSAL ACCESSIBILITY STANDARDS AND THE HIGHEST POSSIBLE DESIGN AND CONSTRUCTION QUALITY

- o The "Peopling of America," "Discover Liberty!" and the rehabilitation work on the South Side of Ellis Island will all be designed to respond to this goal.
- o All new projects will respond to this goal.

EMPLOY THE MOST UP TO DATE CONCEPTUAL PLANNING AND TECHNIQUES IN EXHIBIT DESIGN AND PROGRAMMING TO ENSURE THE RICHEST, MOST ACCESSIBLE VISITOR EXPERIENCE POSSIBLE.

- o The "Peopling of America," "Discover Liberty!" and the rehabilitation work on the South Side of Ellis Island will all be designed to respond to this goal.
- o All new projects will respond to this goal.

INCREASE ACCESSIBILITY IN EXISTING FACILITIES, PROGRAMS AND EXHIBITS.

- o Continue to implement the park's accessibility program.

ENSURE THAT THE PARK IS A SAFE ENVIRONMENT FOR ALL VISITORS AND EMPLOYEES

- o Continue to implement the park's safety program
- o Continue to explore ways to improve security screening facilities and operations, for visitor comfort as well as the effectiveness of the screening process.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

STEWARDSHIP

☒ **Improve the condition of park resources and assets.**

☒ **Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America.**

o Complete the rehabilitation of the South Side of Ellis Island in accordance with the approved Development Concept Plan, working with Save Ellis Island, Inc., thereby improving the condition of the 28 remaining unrestored buildings in the park.
o Achieve the above through the NPS Partnership Construction Process, with rigorous application of all relevant NPS policies and procedures.
o Complete the Peopling of America Project, thereby improving the condition of the Immigrant Building and portions of the Kitchen and Laundry Building.

☒ The work described currently is supported by OFS and/ or PMIS

☒ **Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.**

• [Note: I am trying to get clarification of how this goal is different from the above goal.]
o Implement the Park Asset Management Plan (PAMP) to ensure the judicious allocation of scarce operating funds to maintain and improve the park's important resources.
o Complete the rehabilitation of the South Side of Ellis Island in accordance with the approved Development Concept Plan, working with Save Ellis Island, Inc., thereby improving the condition of the 28 remaining unrestored buildings in the park.
o Achieve the above through the NPS Partnership Construction Process, with rigorous application of all relevant NPS policies and procedures.
Complete the Peopling of America Project, thereby improving the condition of the Immigrant Building and portions of the Kitchen and Laundry Building.

☒ The work described currently is supported by OFS and/ or PMIS

☒ **Complete all cultural resource inventories for designated priority resources.**

Complete the museum collection catalogue.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

STEWARDSHIP

☒ Set the standard of excellence in urban park landscape design and maintenance.

☒ Other Park/ Program performance goal(s)

LANDSCAPE DESIGN AND CONSTRUCTION ON BOTH LIBERTY AND ELLIS ISLANDS WILL BE OF THE HIGHEST QUALITY.

- o Full implementation of Discover Liberty! on Liberty Island will be a model of excellence.
- o The South Side rehabilitation project will rehabilitate the island's cultural landscape using the historic period of the facility's most active use as a guide. Rehabilitation and interpretation of this landscape will enrich the visitor experience on this previously off-limits area of the park.
- o Implementation of the Park Asset Management Plan will ensure that limited base funding is used to maintain the highest priority landscapes in good condition.
- o Work with the Ellis Island Institute to ensure that its management and operational plans incorporate techniques for good landscape maintenance.
- o Seek non-base funding sources will be sought when repair and rehabilitation of landscapes is required.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

STEWARDSHIP

☒ **Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.**

☒ **Other Park/ Program performance goal(s)**

GIVEN THE SPACE LIMITATIONS OF THE PARK'S TWO ISLANDS, THE AREAS OF THE PARK THAT ARE AVAILABLE TO THE VISITING PUBLIC ARE EXPANDED AS MUCH AS POSSIBLE. PARK THEMES ARE FULLY DEVELOPED TO ENSURE THE RICHEST POSSIBLE EXPERIENCE FOR AMERICAN AND INTERNATIONAL VISITORS.

o Rehabilitation and interpretation for visitors of previously unused (Kitchen and Laundry building) or off-limits (South Side) portions of the park will ensure the public's ability to experience fully the themes of immigration, public health and their related topics.

o The Peopling of America project is designed to expand existing programming on the story of immigration beyond the Ellis Island years and to encompass the entire story of American Immigration.

o The Ellis Island Institute will greatly increase the depth with which park stories are conveyed by engaging scholars, artists, professionals and the interested public in detailed discussion and dialogue.

o Discover Liberty! will provide new, compelling visitor experiences on parts of Liberty Island that are now passive.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

STEWARDSHIP

☒ **Serve as the Preeminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.**

☒ **Other Park/ Program performance goal(s)**

EMPLOY THE MOST UP TO DATE TECHNIQUES AND APPROACHES TO CONSERVATION.

o Park collections, including its buildings and artifacts, are protected from the increasing pressures of environmental change (e.g., acid rain effects, poor air quality, and the park's encompassing marine environment).

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

STEWARDSHIP

☒ Encourage children to be future conservationists.

☒ Other Park/ Program performance goal(s)

ENGAGE VOLUNTEERS OF ALL AGES IN CULTURAL RESOURCE ACTIVITIES

- o Maintain the park's relationship with the Lexington School for the deaf, giving teenagers who are hard of hearing opportunities to assist with and learn about the park, the Park Service and conservation while they help with maintenance and museum activities.
- o Continue the park's relationship with the Student Conservation Association, giving college students the opportunity for meaningful internships in the park.
- o Incorporate in existing and future education programs, and in park materials designed for young visitors, elements that address the park's surrounding marine environment and the environmental pressures of its location in one of the nation's busiest harbors and largest and most densely populated urban centers.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

ENVIRONMENT

☒ Reduce environmental impacts of park operations.

☒ Other Park/ Program performance goal(s)

REDUCE ENVIRONMENTAL IMPACTS OF PARK AND CONCESSIONS OPERATIONS.

- o Implement "Big Belly," a solar powered trash compaction system, which will allow more efficient trash collection and recycling, requiring fewer "trash runs" by park boats.
- o Establish green concession operations by requiring comprehensive concession environmental programs in concessions contracts.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

ENVIRONMENT

☒ **Inspire an environmental conscience in Americans.**

☒ **Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.**

Implement the "Curby" recycling concept, which includes a robot that interacts with young audiences and conveys messages about recycling.
o Ensure that concession environmental programs include an interpretive component.

☒ The work described currently is supported by OFS and/ or PMIS

☒ **Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.**

o The three signature projects and all future projects will incorporate innovative technology to ensure the sustainable use of energy.

☒ The work described currently is supported by OFS and/ or PMIS

☒ **Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.**

o All capital projects will incorporate LEED concepts and will aspire to some level of LEED certification. Virtually all capital improvements in the park begin with the reuse of existing (historic) structures, an important LEED standard.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

ENVIRONMENT

☒ Engage partners, communities, and visitors in shared environmental stewardship.

☒ Other Park/ Program performance goal(s)

PARK PROGRAMS, ACTIVITIES AND INTERACTIONS WITH OTHER ORGANIZATIONS PROMOTE ENVIRONMENTAL STEWARDSHIP.

o Through existing and planned public programs and changing exhibits in the park, inform and engage visitors in understanding the impact of environmental pressures and the importance of shared stewardship of our resources, both cultural and natural, in ensuring the continued availability and future quality of these resources.

o Utilize the expertise and talents of existing partners and others in planning and conducting these programs for the public.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

RECREATION

☒ Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

☒ Other Park/ Program performance goal(s)

ENTER INTO RELATIONSHIPS WITH LOCAL AND STATE AGENCIES AND ORGANIZATIONS TO OFFER COMPREHENSIVE VISITOR EXPERIENCES THAT TRANSCEND PARK BOUNDARIES.

o Continue collaboration with the Lower East Side Tenement Museum to implement the "imMigrant Heritage Trail," making New York's rich history of immigration more accessible to the public and helping visitors draw connections between historic and contemporary issues and experiences.

o Work closely with the parks departments of New Jersey, New York and New York City and other partners to develop joint programs that will encourage visitor "theme" walks (e.g., Immigration trails in NY and NJ that begin at Ellis Island, architectural walking tours that link Ellis Island buildings with other styles and periods in nearby urban areas, etc.).

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

RECREATION

☒ Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

☒ Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

o Increase park volunteer hours from 13,000 to 26,000.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

RECREATION

☒ Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

☒ Other Park/ Program performance goal(s)

EXPAND RELATIONSHIPS WITH LOCAL SCHOOLS AND YOUTH ORGANIZATIONS

o Working with existing partners, develop in park or traveling park programs for young audiences that meet school and association curriculum and programming goals

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

RECREATION

☒ Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

☒ Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

☐ The work described currently is supported by OFS and/ or PMIS

☒ Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

- o Ensure that visitors have ample opportunity for meaningful contact with park rangers.
- o Emphasize ranger facilitated programs in ranger corps planning.
- o With the establishment of the Ellis Island Institute, institute staff and volunteers will facilitate new programs to the standards of (and in cooperation with) park rangers.

☐ The work described currently is supported by OFS and/ or PMIS

☒ Other Park/ Program performance goal(s)

INCREASE VISITATION BY 25 (VIRTUAL AS WELL AS ACTUAL VISITORS) PERCENT THROUGH LOCAL TOURISM EFFORTS AIMED AT HELPING PEOPLE TO DISCOVER THE BREADTH OF PARKS AND EXPERIENCES.

- o Continue and nurture the park's relationship with the New York City Harbor District.
- o Continue and nurture the park's relationship with Liberty State Park.
- o Participate in shared promotional efforts with New York and New Jersey organizations whose own goals conform or blend with those of the park.
- o Develop joint programs or changing exhibits with nearby organizations having similar goals and shared themes.
- o Continue collaboration with other national parks to enhance public awareness of NPS opportunities in the New York metropolitan area.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

EDUCATION

☒ Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

☒ Other Park/ Program performance goal(s)

EXPAND CURRICULUM-BASED PROGRAMS.

- o Continue to build upon early successes with curriculum based teacher workshops.

- o Cooperate, coordinate and intersect with the teacher programs of the National Parks of New York Harbor Education Center and the Ellis Island Institute.

- o Maintain a regular dialogue with surrounding school districts to ensure that park education programs meet the evolving needs of schools

- o Work with the Ellis Island Institute in the development and expansion of its education website to increase the resources available to teachers for the planning and implementation of their own classroom plans and exercises.

- o Develop links between the new Peopling of America programs and exhibits and educators.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

EDUCATION

☒ Introduce young people and their families to national parks by using exciting media and technology.

☒ Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

o Discover Liberty! will use engaging media that are up-datable and especially appealing to young audiences. Implementation likely in early 2008.

o Through an interactive web site (Discover Liberty!) visitors to the Statue will find opportunities to stay connected with the park and to participate in an ongoing dialogue about the Statue and her evolving meanings.

o Through an interactive web site (SEI/PVH) visitors and remote users will be able to share personal or family immigration history stories.

o Discover Liberty! includes a number of features that target young audiences.

o The Peopling of America project includes highly interactive exhibits.

o Construct a Children's Exhibit at Ellis Island for ages 6-12.

o Explore additional opportunities for engaging very young audiences (ages 4-7) in the Ellis Island Immigration Museum, such as a "Junior" Junior Ranger Program.

o Continue implementation of "Ranger Sam," a life size ranger robot designed for interaction with young children.

o Include special youth- and family-oriented programming and exhibits, especially hands-on, as part of Ellis Island Institute's special visitor programs and activities.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

EDUCATION

☒ Promote life-long learning to connect generations through park experiences.

☒ Enroll an additional two million children in the Junior Ranger program.

o Continue to emphasize the Junior Ranger Program in existing programs, activities and outreach.

o Incorporate Junior Ranger into upcoming projects, such as The Peopling of America, Discover Liberty!, and future Ellis Island Institute youth programs.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

EDUCATION

☒ Impart to every American a sense of their citizen ownership of their national parks.

☒ Other Park/ Program performance goal(s)

MAKE ELLIS ISLAND A VENUE FOR NATIONWIDE CENTENNIAL CELEBRATIONS.

o By the time that the Centennial Celebrations occur the Ellis Island Institute will have been well established as a venue for conferences and seminars and other activities. The conference center will be an excellent site for medium-sized (250 to 300 participants) events relating to the Centennial, especially those that might have a thematic connection with the park.

o The Great Hall in the Ellis Island Immigration Museum is also an excellent event venue, especially in the colder months.

☒ The work described currently is supported by OFS and/ or PMIS

Site: STLI

PROFESSIONALISM

☒ Model what it means to work in partnership.

☒ Other Park/ Program performance goal(s)

CONTINUE THE PARK'S 20 YEAR TRADITION OF EXCELLENT PARTNER RELATIONSHIPS.

o Maintain and nurture close working relationships with both of the park's major partners, the Statue of Liberty - Ellis Island Foundation, and Save Ellis Island, Inc.

o Anticipate and diffuse potential conflicts between traditional non-profit practices and procedures and the requirements of federal laws and regulations while ensuring the effectiveness and success of partner activities.

o Continue to establish and grow productive, synergistic interactions between park and partner staff and their respective programs and activities, ensuring a rich and seamless presentation to visitors.

o Celebrate partnership accomplishments and communicate to the Park Service and the public.

☐ The work described currently is supported by OFS and/ or PMIS

Site: STLI

PROFESSIONALISM

☒ Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

☒ Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.

☐ The park will foster a climate of mutual respect and cooperation with its existing and future partners and wherever appropriate and feasible, the park and its partners will engage in joint communications and promotional initiatives to foster a seamless and positive image for potential supporters and donors.

☐ The work described currently is supported by OFS and/ or PMIS